

- 1. PURPOSE.** This order sets forth the selection procedures which apply to the Airway Facilities (AF) managerial positions specified below. See Appendix 1, Airway Facilities Managerial Selection Process (AFMSP) Flowchart.
- 2. DISTRIBUTION.** This order is distributed to the division level in the Airway Facilities Service, Office of Human Resources, and Office of Civil Rights in Washington; to the division level in the Human Resource Management Division at the Technical Center; to the division level at the FAA Academy and the Office of Human Resource Management at the Aeronautical Center; to the branch level in the regional Airway Facilities and Human Resources divisions; and to all Airway Facilities field offices with a maximum distribution.
- 3. BACKGROUND.** The AFMSP replaces the Airway Facilities National Selection System (AFNSS), which was contained in Order 3330.1B, Appendix 7. Order 3330.1B was canceled in March 1996. The AFNSS served AF well; however, a number of factors have changed how we view managerial responsibilities; spans of control have increased, team and employee involvement have grown increasingly more important, empowerment is increasing, and cost controls and accountability have and will continue to obtain more visibility. As a result, our managers are now required to operate using a set of skills which differ somewhat from those assessed through the AFNSS program. In addition, Personnel Reform has given organizations broader authority to develop, negotiate, and manage their own merit promotion programs. This order seeks to establish a selection process to select top employees for field managerial positions.
- 4. SCOPE.** The AFMSP applies to the following covered AF positions:
 - a. Manager, Systems Management Office (SMO), FM-15
 - b. Assistant Manager, Systems Management Office (SMO), FM-15
 - c. Branch Manager, regional AF division, FM-15
 - d. Assistant Branch Manager, regional AF division, FM-15
- 5. AREA OF CONSIDERATION AND QUALIFICATIONS REQUIREMENTS.** Area of consideration is FAA-wide. Promotional and non-competitive candidates must meet all qualification requirements as stated in the announcement by the closing date of the announcement.

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A-Z(CT)-2; A-FAF-0(MAX)

Initiated By: AFZ-200

- (2) Assistant Manager, Systems Management Office (SMO), FM/GS/GM-15
- (3) Branch Manager, regional AF division, FM/GS/GM-15
- (4) Assistant Branch Manager, regional AF division, FM/GS/GM-15
- (5) Sector Manager, FM/GS/GM-15
- (6) Assistant Sector Manager, FM/GS/GM-15

b. Ingrade/downgrade reassignments do not take the place of announcing a vacancy. All vacancies for covered positions must be announced. Any exceptions to this policy, such as directed reassignments without an announcement, must be approved by the Director of Airway Facilities, AAF-1.

c. Ingrade/downgrade candidates who have not held positions described in paragraph 6a are considered competitive ingrade/downgrade candidates and must compete by the procedures outlined in paragraph 9.

7. QUALITY RANKING FACTOR. Applicants must have at least 1 year of experience (achieved through a permanent assignment, a temporary promotion, or detail lasting at least 12 continuous months) as an FAA supervisor, as defined in the General Schedule Supervisory Guide, dated November 1993, pages 3 - 6.

8. VACANCY ANNOUNCEMENTS. The AFMSP is a bid-by-bid process. The AF regional division in which the vacancy exists shall notify the Aviation Careers Division, AMH-300, to prepare the vacancy announcement and coordinate with the regional Human Resource Management division (HRMD). All vacancy announcements will be advertised FAA-wide by AMH-300.

9. HOW TO APPLY. All applications must be submitted through non-penalty mail to: Federal Aviation Administration, Aviation Careers Division, AMH-300, Mike Monroney Aeronautical Center, P.O. Box 25082, Oklahoma City, OK 73125. All applications must be postmarked by the closing date of the announcement and received within 5 working days of the closing date of the announcement.

(2) Application for Federal Employment, OF 612; Resume; or SF-171, Application for Federal Employment, with an original signature plus one hard copy. Attachments to the SF-171 shall be limited to continuation sheets for experience, education, training, and awards. Do not attach awards, position descriptions, performance ratings, or other unsolicited material.

(3) FAA Form 3330.42, Request for Promotion Consideration and Acknowledgment.

(4) Candidates submit a one-page narrative writeup using no smaller than 10 pitch/font for each knowledge, skill, and ability. See Appendix 3, Knowledges, Skills, and Abilities (KSA) Assessed in Written Portion of AFMSP Application. Candidates not submitting a narrative KSA writeup will be rated and ranked on the remainder of their application package.

b. Non-Competitive Ingrade/Downgrade Candidates. Only those candidates listed in paragraph 6a of this order may be assigned to covered positions non-competitively. Candidates meeting the requirements of paragraph 6a are to submit a package to AMH-300, at the Mike Monroney Aeronautical Center, who shall forward the package to the selecting official with the vacancy. Candidates are strongly encouraged to submit a KSA writeup addressing the six KSA's found in Appendix 3 of this order. The KSA's will not be rated and ranked but are there for the selecting official's use.

10. ASSESSMENT PROCEDURES FOR COMPETITIVE CANDIDATES.

a. KSA's Rating and Ranking. All competitive applicants (merit promotion candidates and competitive ingrade/downgrade candidates) who meet basic eligibility requirements and selective placement factors will be rated and ranked based upon their KSA's, by AMH-300, using a standardized crediting plan. (See appendix 3, for the KSA's to be addressed). AMH-300 will contact all applicants to inform them of the status of their application.

(1) A certificate with the names of the TOP TEN SCORES will be referred to the Airway Facilities Division by AMH-300 for additional screening through the Structured Assessment. Any ties that occur within the top ten scores will be referred to the Structured Assessment.

appear on the certificate provided by AFMFI-300. The panel will conduct the Structured Assessment according to the guidelines provided in the AFMSP Training Manual. The selecting official is not to serve on the Structured Assessment panel. The Union may participate; however, participation is restricted at a higher level than the SMO/Assistant SMO, Branch/Assistant Branch representative level; e.g., Regional Vice President, Assistant Vice President, National President or National Vice President.

(1) Panel Composition. ALL EFFORTS SHALL BE MADE TO ENSURE THAT PANELISTS ARE NOT POTENTIAL FUTURE COMPETITIVE APPLICANTS FOR AFMSP. The Structured Assessment panel shall include:

(a) Three FG-15 managers, at least two from AF who currently hold, or previously have held, covered positions as described in paragraph 3 of this order.

(b) One human resources representative at the FG-12 level or above.

(c) One representative designated by the Office of Civil Rights.

(2) Diversity of the Interview Panel. All efforts shall be made to ensure that each interview panel consists of a diverse and representative group of individuals.

(3) Training. All interviewers shall be trained on the guidelines and procedures to be used during the Structured Assessment in accordance with the AFMSP Structured Assessment Training Manual distributed by the Staffing and Compensation Policy Division, AFZ-200.

(4) Structured Assessment Questions. In preparation for the Structured Assessment, the regional AF division will request Structured Assessment questions from AFZ-200. For security purposes, the questions will be sent directly to the selecting official or division manager, depending on where the interviews will be held. These shall be the only questions used for all candidates in this Structured Assessment. The Structured Assessment will assess the competencies found in Appendix 4, Competencies Assessed in the Structured Assessment. Questions used in the AFMSP Structured Assessment WILL NOT be used for any other non-AFMSP vacancy or interview/assessment process.

in the Structured Assessment will be told within approximately 1 hour after the completion of the interview whether or not they will be referred to the selecting official. A written profile of the candidate's performance as recorded by the assessment panel will be provided within 10 working days after the completion of the assessment process.

11. ASSESSMENT BY-PASS LIST.

a. An Assessment By-Pass List will be created for those candidates who were SUCCESSFUL in the Structured Assessment and forwarded to the selecting official, but were not selected. The candidate's name will remain on the list for 1 year and only serves the purpose of not being re-assessed. The 1 year begins on the first day of the month in which the candidate was assessed and ends on the last day of the month in which the candidate was assessed 12 months later. No polling of or contacting any of these candidates will be done. This list will be maintained by AMH-300.

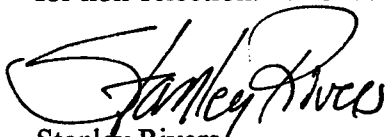
b. Candidates whose name appear on this list must file an application for any interested subsequent vacancy per the guidelines found in paragraph 9. Candidates may submit the same KSA writeup or new ones. The latest score will be maintained and forwarded to the selecting official regardless of whether it is higher or lower than the previous rated KSA's.

c. Candidates on the Assessment By-Pass List who applied to a particular vacancy will be referred in addition to the newly rated and ranked top ten KSA applicants.

12. SELECTING OFFICIAL. The selecting official will receive two lists of CANDIDATES, EACH IN ALPHABETICAL ORDER - the list of interested candidates from the AFMSP process and a list of candidates who are eligible for non-competitive ingrade/downgrade reassignments (as outlined in paragraph 6a of this order). The application packages of these candidates and the candidate's Structured Assessment profile will be provided to the selecting official.

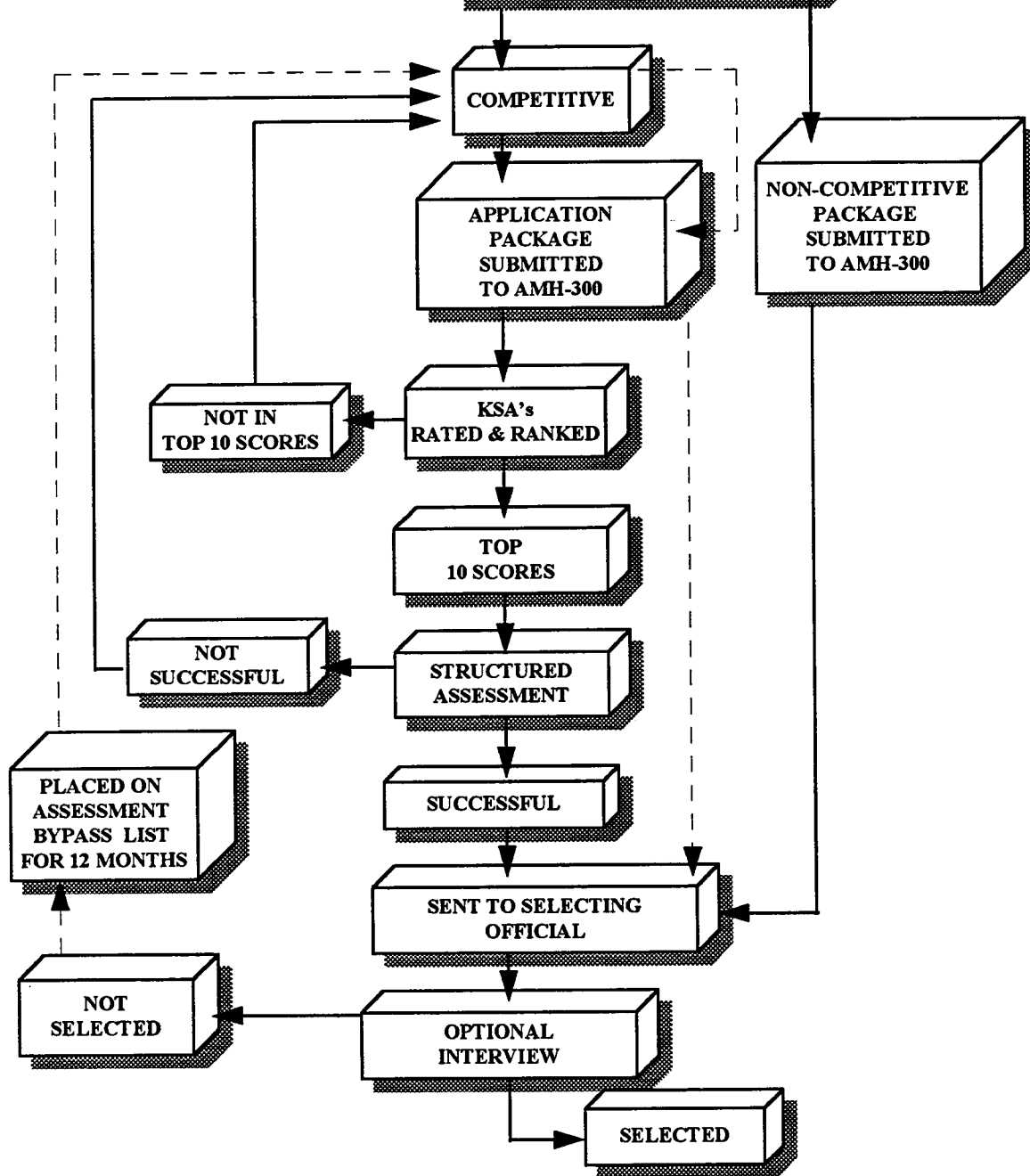
a. The selecting official may opt to conduct a final interview with any number of the referred candidates. If the selecting official chooses to interview less than all of the candidates, then he/she must document as to why some were interviewed and some were not. This interview may be done in person or via telephone.

for non-selection. This feedback may be conducted in person or by telephone.

A handwritten signature in black ink, appearing to read "Stanley Rivers". The signature is fluid and cursive, with the first name "Stanley" and last name "Rivers" clearly distinguishable.

Stanley Rivers

Director of Airway Facilities





II. I AM REAPPLYING TO AFMSP

A) KSA's (Check ONE)

☐

KSA's identical to those submitted for:

Vacancy Position

Location

Announcement Number (if known)

Announcement Date

NOTE: KSA writeups must be included in the application package to retain the previous score.

☐

KSA's not identical

B) STRUCTURED ASSESSMENT (Check ONE)

☐

I have been successful in an AFMSP Structured Assessment in the past 12 months.

Vacancy Position

Location

Announcement Number (if known)

Announcement Date

☐

I have not been successful in an AFMSP Structured Assessment

Signed

KSA #1 Ability to Manage a Diverse Workforce. Understands and supports agency policies, goals, and objectives regarding EEO and Affirmative Action. Promotes diversity by modeling appropriate behavior and personal support for diversity programs.

KSA #2 Ability to Manage Resources for Cost-effective Accomplishment of Technical and Administrative Programs and Activities. Formulates goals, objectives, and priorities for program accomplishment. Effectively uses resources to meet customer needs and accomplish organizational goals. Coordinates with appropriate organizational entities and customers to increase program effectiveness.

KSA #3 Ability to Communicate Orally. Expresses ideas and facts in a clear and understandable manner appropriate for the individual, group or situation at various levels inside and outside the agency. Promotes the open exchange of ideas and information to provide a complete and timely explanation of decisions on organizational, technical, and other issues.

KSA #4 Ability to Manage in a Team Environment. Empowers team members by delegating authority and providing recognition and support. Participates as a team leader/member and works effectively with labor organizations.

KSA #5 Knowledge of FAA and Airways Facilities Organizational and Technical Components. Understands the purpose, function, and interrelationships of 1) FAA and Airway Facilities organizational components, their functions and operations; 2) FAA and Airway Facilities priorities, plans, procedures, and policies; and 3) NAS components, systems, and organization.

KSA #6 Ability to Provide Strategic Leadership. Develops short and long-term plans in response to customer needs based on budgetary and technological trends. Generates new ideas/initiatives and supports those of others to further mission requirements. Fosters customer alliances, organizational partnerships, and networks to effectively accomplish goals.

b. **Building Productive Work Relationships With Others.** Establishing constructive and harmonious relationships by treating others with courtesy and respect; adjusting interpersonal style to work more effectively with others; establishing rapport with others; inviting an open and candid forum for conversation; demonstrating skill at putting others at ease; using diplomacy and tact in sensitive situations.

c. **Demonstrating Persuasiveness.** Gaining support or approval for ideas, plans, projects, or for achieving goals; presenting information in a convincing manner.

2. USING INFORMATION, AND DECISIVENESS.

a. **Gathering Information.** Asks questions and gathers information to gain an understanding of a situation or problem; ensures that accurate and comprehensive information is gathered prior to using the information.

b. **Analyzing and Evaluating Information.** Reviews and analyzes information; judges different courses of action, and crafts solutions; develops alternative courses of action; makes quality decisions or takes action based on information.

c. **Decisiveness.** Willingness to make decisions, take actions, or render judgments; willingness to make decisions that may be unpopular; making decisions under stress or other pressure; recognizes when to take or not take action.

3. PROFESSIONALISM AND COMMITMENT TO HIGH STANDARDS.

a. **Professionalism.** Behaves professionally on the job; acts as a role model, setting high standards for workplace behavior; displays honesty and trustworthiness in interactions with others.

b. **Representing the FAA.** Represents a positive and professional image of the FAA to others; speaks positively about the FAA; uses good judgment in interactions when he/she is likely to be viewed as a representative of the FAA.

c. **Work Ethic.** Displays commitment, dedication, and loyalty to the job; performs work conscientiously; is motivated to put in whatever time or effort is necessary to do an excellent job; perseveres in drive for results.

d. **Self Development.** Takes steps to understand and improve own job strengths and weakness; spends time building own job knowledges and skills; takes on challenging, growth-oriented assignments; uses feedback to improve job performance.

recognizes potential obstacles and formulates contingency plans to handle them; develops reasonable resource plans; identifying needs in time to take actions; effectively uses resources to meet customer needs and accomplish organizational goals; coordinates with appropriate organizational entities and customers to increase program effectiveness.

b. **Adapting to Change.** Adjusts plans, goals, actions, or priorities to deal with unexpected or changing situations; refuses to be paralyzed in uncertain or ambiguous situations; makes decisions or takes action when there is not enough information to predict the consequences with certainty.

5. ABILITY TO MANAGE IN A TEAM ENVIRONMENT.

a. **Building Productive Teams.** Empowers team members by delegating authority; can participate both as a team member and leader; actively participates in the development of team goals; solicits input from team members; facilitates collaboration between team members.

b. **Coaching and Developing Employees.** Encourages job growth and development; assigns challenging, growth-oriented assignments; provides feedback to employees to inform on performance; mentors/coaches others to support work efforts; motivates and inspires others to perform to their full potential.

6. MANAGING A DIVERSE WORKFORCE.

a. **Knowledge of Diversity.** Demonstrates knowledge and understanding of agency policies, goals and objectives regarding EEO, Affirmative Action, and diversity.

b. **Ability to Manage a Diverse Workforce.** Supports and promotes diversity; utilizes the unique and varied talents of employees, ensuring that all team members contribute to the mission; promotes team and organizational diversity through awareness of individual differences.

